



# Developing a Person Centered System

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## Why don't we have a person centered system already?

- Person centered planning has been around for over 20 years
- Best practice examples, such as agencies that support people in lives of their own choosing in their communities, are present in every state
- *We know how to fund people rather than capacity*

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We have examples which demonstrate  
people with disabilities can be:



- Both happy and safe
  - and
- Fulfilled and healthy

While

- Living in their communities
  - With lives they determine
  - At a cost the system can afford

So we need to ask -



- Why don't we have a person centered system?
- What does it require beyond person centered planning?
- How do we get there?
- What is in the way?



## What is in the way?

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## Sequential Shared Delusional Disorder

- A shared belief that there is a single, simple answer to a complex problem which reality demonstrates is not sufficient, and then our belief is followed by -
- Moving to another single, simple answer which is also a partial answer followed by –
- Moving to another single, simple answer which is also a partial answer followed by -
- And so on

## Some of the best thinkers have said



- We can't fix the system
- Positive change can only happen on the fringes of the system.

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## We don't look at scale



- We happily invest in (and point to) best practice efforts that work very well for a few people

But

- We don't invest as heavily in the efforts that will work for many
- Or see how learning from small best practice efforts apply to the large efforts

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## We work in silos



- There is not enough real partnership between all the stakeholders
- We seem to have a culture where we only trust those who are part of how we define “us” and not those who are “them”
- In some places, people actually see their job as requiring them not to trust others

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## We have gone from a community movement to an industry



- We want to move from the “old” legacy services to person centered services
- Many of those who provide the “legacy services” have become large corporations that defend what they do and say that they are already person centered

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If you want real change, change  
that is pervasive and sticks...

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You have to create a new “path of  
least resistance”

- You can’t just change the destination
- While a few people go where their passion leads
- Most do what they already know
  - Moving off the old path requires pressure that is greater than the resistance
  - You have to make it easy to do the new and harder to do the old

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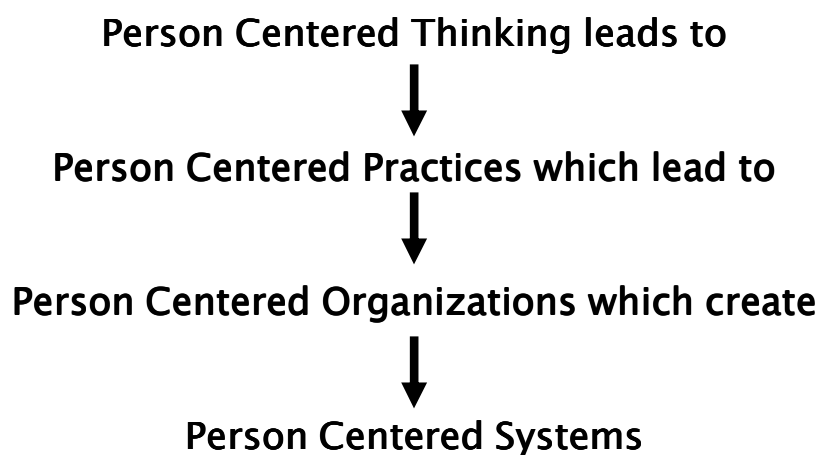
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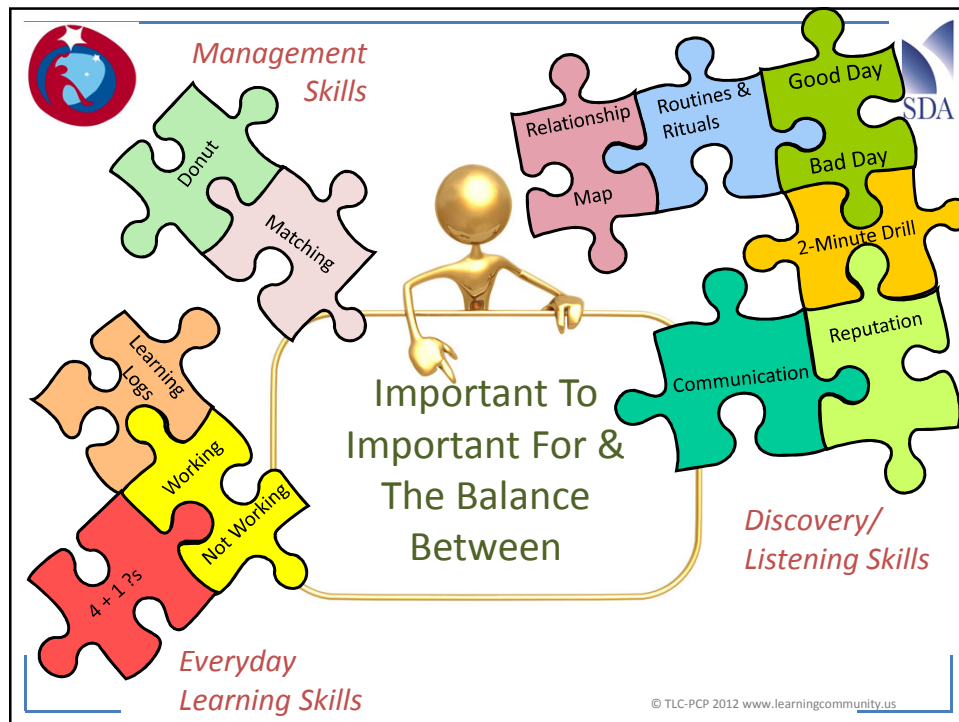
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## The Basic Approach:



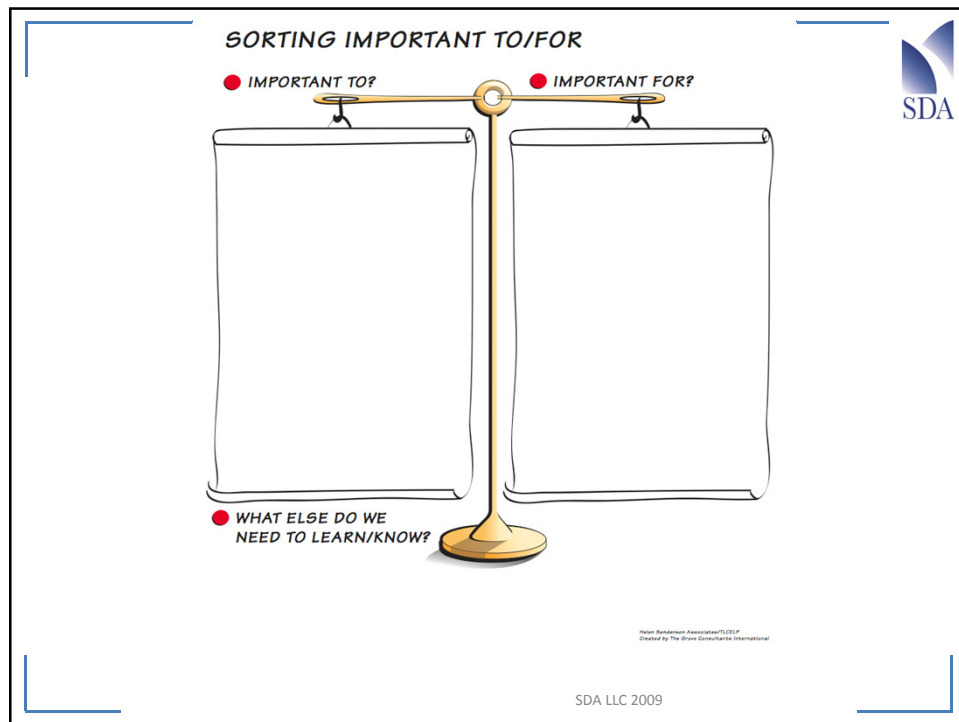
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## Person Centered Thinking skills

- What they do for the person
- What they do for the organization





## Matching



For each person – what are ...

Supports wanted and needed	Skills needed	Personality Characteristics Needed	Shared common interests (would be nice to have)

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## Matching staff with those who use services



### For the Person -

- ▶ Because staff find more pleasure in their work they stay longer (more stability)
- ▶ Where there is a good match –
  - People who use services are more likely to have what is important to them
  - New learning about what is important to people is more likely to happen

### For the Organization -

- ▶ Reduces turnover
- ▶ Makes those who use and provide services feel valued/respected
- ▶ Helps support “real” relationships
- ▶ Decreases likelihood of incidents

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## Key Roles



- Consultants/Trainers –
  - Do formal teaching
  - Support coaches & leaders
  - Provide structures where listening and acting on the learning happens
- Coaches –
  - Train by demonstrating
  - Take the skill from competence to habit
- Leaders (organizational and system) –
  - Provide consistent, ongoing support
  - Commit to listen and act on the learning

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## Coaches are -



- People with –
  - Gift
  - Passion
  - Opportunity
- Who are listened to and are -
  - Front line managers

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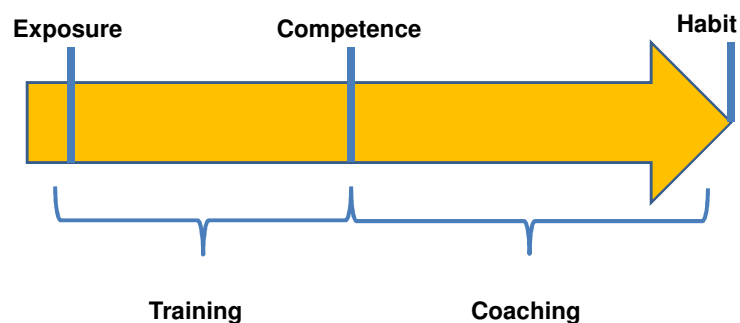
## What coaches do -



- Improve the lives of those supported by applying the skills in their day to day work
- Help those they work with take the skills from training to habit
- Help other staff improve the lives of those supported
- Discover and communicate what is working and not working in the services/supports provided

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## It requires more than training



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## The Coaches glass ceiling



- Coaches make the changes that can be made within the current structure
- Coaches also discover things that are not working for those who use services. Things that could be changed but need –
  - Permission
  - A change in agency practice
  - A change in system practice
- Without support in changing what is not working they hit a coaches' glass ceiling

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## Organizational leadership



- Senior managers/Executive leadership
- Key opinion molders/decision makers -
  - Board members
  - Family members

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## Organizational leadership - expectations



- Provide committed, consistent, and sustained support
- Listen to coaches about -
  - What to celebrate or share
  - What to change
- Listen to and look for opportunities to

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## System Leaders



- Those who design, develop, and implement policies/structures within the system

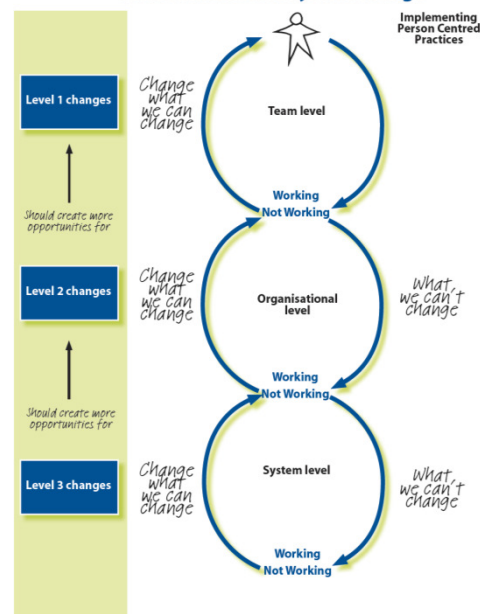
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## System leadership - expectations

- Provide committed, consistent, and sustained support (the right people and the same people come to every meeting?)
- Actively participate – listen, learn, and problem solving with organizational leadership
- Listen for what to bring back to the collective system leadership to –
  - Celebrate
  - Share
  - Change

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### From individual to system change



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# Person-Centered Thinking

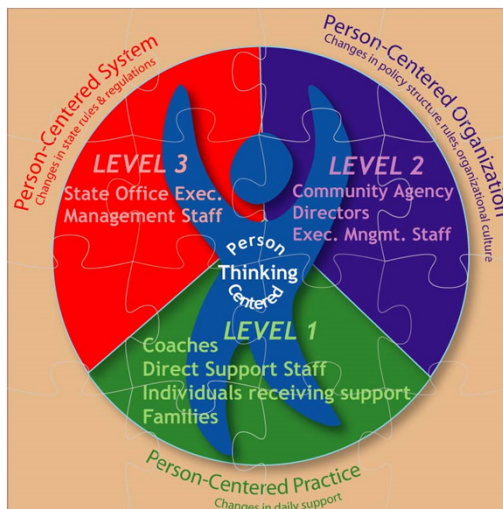


## Explanation:

Developing a person centered system requires changes at all levels. The changes should be driven by learning about what is working and not working in supporting individuals.

## Key info:

Changes that you make in supporting individuals are level 1 changes. The changes needed that you cannot make drive the level 2 changes. Changes that you cannot make at level 2 drive the level 3 changes.



## LEVEL 1

### Person-Centered Practice



## Responsibility:

Identify those things that are important to people who receive support; implement strategies to assure they are present in day to day life. Identify areas where change can happen without permission. Act on those areas

## Development:

Person Centered Thinking Training two days for every staff member. Coaches training one day, and coaches support meetings every other month.

## Key Players:

- Coaches
- Direct Support Staff
- Individuals receiving support
- Family



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## LEVEL 2

### Person-Centered Organization

**Responsibility:**  
Alter and implement changes to policy, practice, structure, rules, organizational culture, standards or requirements as needed to create a person-centered organization.

**Development:**

- Initial Leadership participation in Person Centered Thinking Training
- Identification of Success and Outcomes for People Supported, Employees and the Organization based on Vision of Success
- Leadership meetings bi-monthly Supported by SDA
- Learning & implementation strategies across locations

**Key Players:**

- Community Agency Directors
- Executive Management Staff




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## LEVEL 3

### Person-Centered System


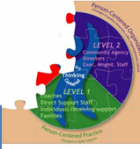
**Responsibility:**  
Collaborate with state agencies to make the necessary changes in policy, practice, infrastructure, rules which impact the presence of person centered practices. Identify and re-design practices that maintain a medical model, functional improvement approach to result in a person centered system.

**Development:**

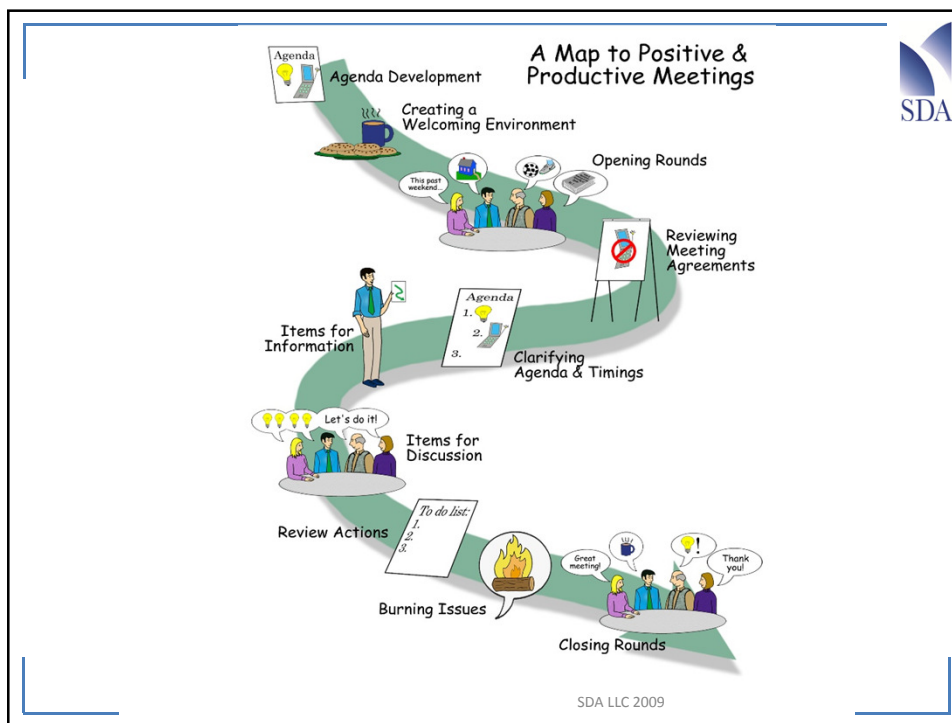
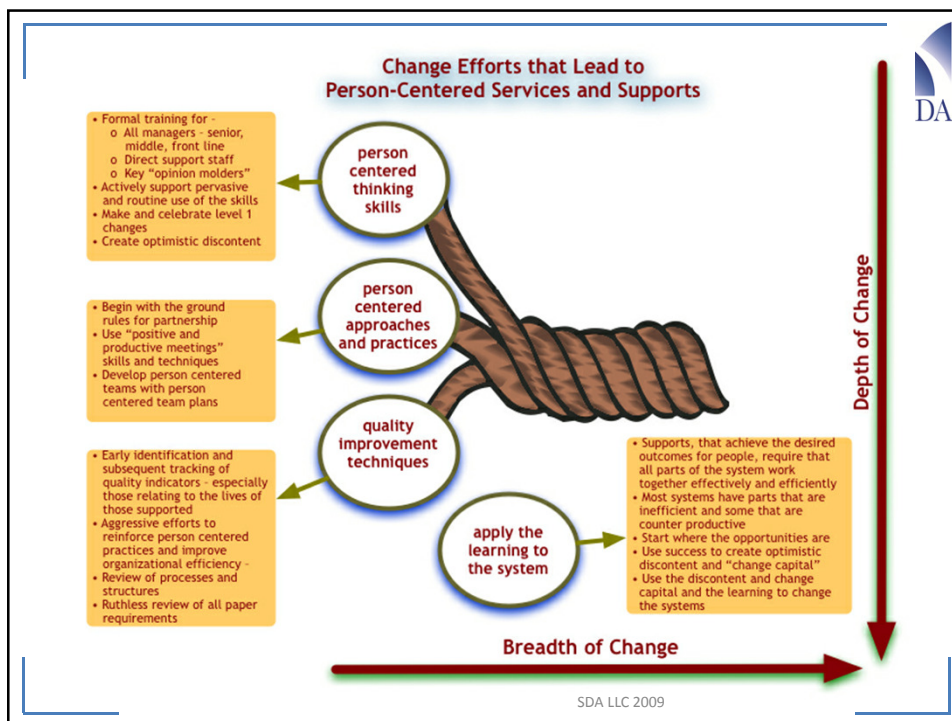
- Initial Training in Person Centered Thinking
- Participation in all Leadership Team Support Meetings to identify Level Three changes needed and develop action plans for change.
- Learning on quality tools to implement improvement efforts.

**Key Players:**

- State Office Exec. Management Staff

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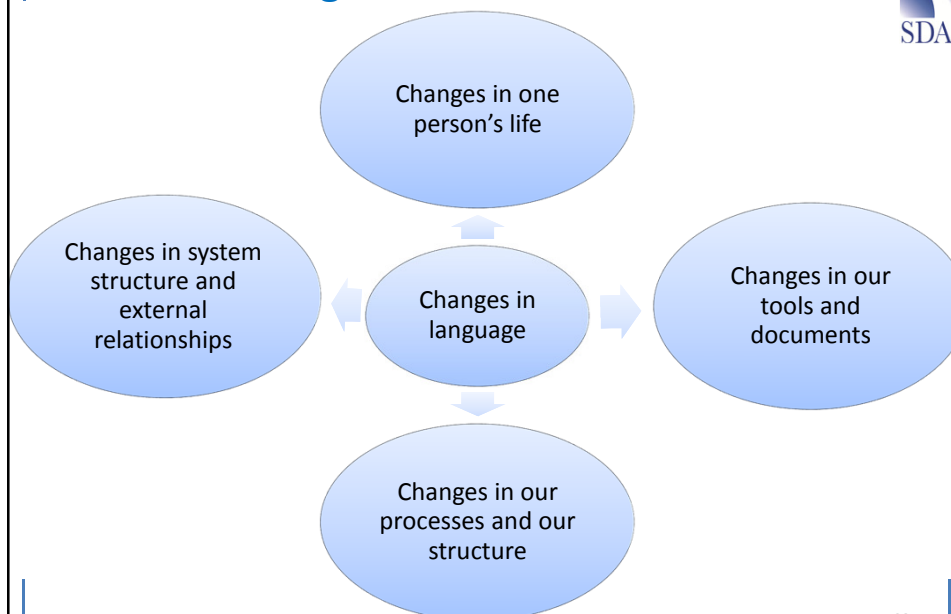
## Active, integrated use of “Quality Management” skills



- Analyze key processes using process mapping
- Develop “dashboards” to measure progress
- Assess and making positive changes in organizational culture
- Integrate the learning and make changes that last
  - Changing policies, structures, and practices

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## What changes do we see in each level?



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## What are some of the benefits that others have found?



- Many, many stories on increases in quality of life, reports of increases in scores on CQL measures
- Decreases in behavioral incidents and injuries
- Decreases in turnover – increase in staff satisfaction
- Shorter meetings with better outcomes
- Significantly improved business processes

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